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"I'm frequently asked to describe transformation, and I can say this. Transformation is not a single thing to be trotted out and looked at and inspected. Simply put, transformation is change. It's change in the way we fight, in the way we train, in the way we exercise, but especially it's a change in the way we think and how we approach our jobs. Changes in doctrine, in training, in organization, in the way we develop leaders and, most important, in the way all of the services work together."

Defense Secretary Donald Rumsfeld

Defense Trends:

Joint Interoperability Study—Pentagon officials are undertaking a "detailed mission analysis," at Defense Secretary Rumsfeld's direction, to develop options to "better facilitate organizing, training and equipping for joint interoperability and connectivity capabilities." A working group met on 11 September, and a final report is due Rumsfeld in 90 days. Two options that must be considered are creating an agency, reporting to the Joint Staff, "to address, fund and implement aspects of battle management C2" or directly allocating funds to Joint Forces Command and other combatant commanders to buy "joint BMC2 systems."

Enabling Network Centric Warfare—Navy Special Warfare Group created a Mission Support Center during Operation Enduring Freedom that required 79 percent less manpower to support 1,500 percent more SEALS in the field, according to a service briefing. A single Mission Support Center was able to support four dozen combat missions across two theaters and 13 time zones—saving more than $3.5 million. Despite its success, however, the support center is presently unfunded.

National Guard Transformation—The Army and National Guard are embarking on a new restructuring initiative for the Guard that will result in two new types of organizations being created, Army Secretary Tom White said in a speech to the National Guard Association. Mobile Light Brigades will be more agile and equipped enhanced command and control systems. Some 2,400 tracked vehicles will be removed from the Guard's inventory to save maintenance costs and make these units lighter. The light units will be part of Multi Function Divisions, which will be trained for homeland security and warfighting missions, White said. "The Guard restructuring initiative is a major step in the transformation of the Guard…" White said. Implementation of the initiative begins in 2008, and the conversion process is not expected to be complete until 2012.

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In-Q-Tel Lessons Learned—Forging a relationship with both venture capitalist firms and high technology startups greatly aided the development of In-Q-Tel, the CIA's technology investment arm, company chairman Gilman Louie, said in a recent interview with ANSER's *Journal of Homeland Defense.* In-Q-Tel was thus able to help venture capitalists prioritize the best technologies, while companies were eager to share their latest developments because of In-Q-Tel's links to the venture capitalists. "As a result, In-Q-Tel became for entrepreneurs the "Good Housekeeping seal of approval," Louie said. In terms of future technology, Louis envisions IT capabilities migrating from desktops to wearable devices. "It is going to fundamentally change the way we think of information. It means personal empowerment and network awareness," he said.

Millennium Challenge Initial Assessment—A handful of new initiatives were demonstrated successfully in Millennium Challenge experiment, according to an initial message sent by Gen. William Kernan, head of Joint Forces Command. The Joint Enroute Mission Planning and Rehearsal System is ready now; Effects Based Operations "is the potential core" of a joint warfighting concept; Standing Joint Task Force Headquarters' value "has been confirmed" and the concept should be "aggressively pursued;" a Joint National Training Center will "provide the critical enabler to integrate joint and service training."

DISA Transformation—DoD has "major opportunities" to experiment with new communications in the areas of wireless and convergence technologies, according to DISA's Transformation Roadmap. Wireless offers the potential for communications to move with the user vice a network, according to the plan. Convergence technology, integrating voice, video and data, is "at an historic transition point" and could "substantially alter the way we communicate," according to the agency. New capabilities like wireless, robotics, autonomous vehicles, UAV's, smart munitions, and logistics tracking "imply massive use of the electromagnetic spectrum." Reconfigurable use of the spectrum is required, the roadmap said**.**

NOTE: Transformation Trends is provided as a means to highlight new and emerging issues in defense and commercial realms to key decision-makers and in no way constitutes endorsement or official recognition of any idea, concept or program.

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